

CLEAN WATER ATLANTA



THE CITY OF ATLANTA *New* Bureau of Water

"We have made a careful and thoughtful decision to take our water system out of private hands. I am confident that with the cooperation of City Council, with the commitment of City employees, and with the understanding of our customers, the new Bureau of Water will deliver for all of Atlanta."

— MAYOR SHIRLEY FRANKLIN





THE CITY OF ATLANTA *New* Bureau of Water

The creation of the City of Atlanta's new Bureau of Water is a historic step aimed at providing Atlantans with a level of water service they expect and deserve. The mission of the Bureau is to provide high quality dependable drinking water at the lowest possible cost. The new Bureau will succeed because it has:



Excellent Senior Leadership

With Mayor Shirley Franklin leading the team and with her commitment to efficient and effective delivery of all City services, the new Bureau will be run by a core group of individuals who have experience and are passionate about the City's success.

- Commissioner of Watershed Management Jack Ravan is a highly qualified executive with experience as the country's top water official. As Director of EPA's Office of Water, Mr. Ravan managed 2,280 employees and a \$2.7 billion annual budget.

- Bureau Manager Chris New has 32 years experience with the City's former Department of Water, and brings a wealth of knowledge of the Atlanta system.



A Practical and Well-Considered Business Plan

The Bureau will be guided by a Business Plan that ensures a lean and efficient organization that can deliver on its promises. The Business Plan features:

- Reduction of staff 43% below the 1998 level
- Dedicated training and cross-training of employees
- Emphasis on customer service
- A practical plan for increasing collections
- Outsourcing of non-core functions
- Incorporation of the best practices of both private and public service delivery
- A budget competitive with 1999-2000 levels, and 14% below the 1997 level



A Commitment to Public Accountability

Setting goals for achievement and establishing targets for measuring success will ensure the Bureau reaches the "best in class" service it pledges to provide its customers. Accountability standards include:

- Rapid response to brown water complaints
- An ongoing scorecard to measure specific performance standards
- Monthly public reporting of scorecard results
- A pilot bonus plan for employees tied to meeting performance standards



Performance Category	Performance Measure	Performance Level	
		Target	Actual
Water Quality Problems	Time to respond, in hours	24	
Billing and Collection	Designated collection rate %	98.5	
Meter Reading	% meeting requirements	98	
Out-of-Service Fire Hydrants	Working days to restore service	10	

Figure 1: Portion of Sample Scorecard for Customer Service Performance Measurement

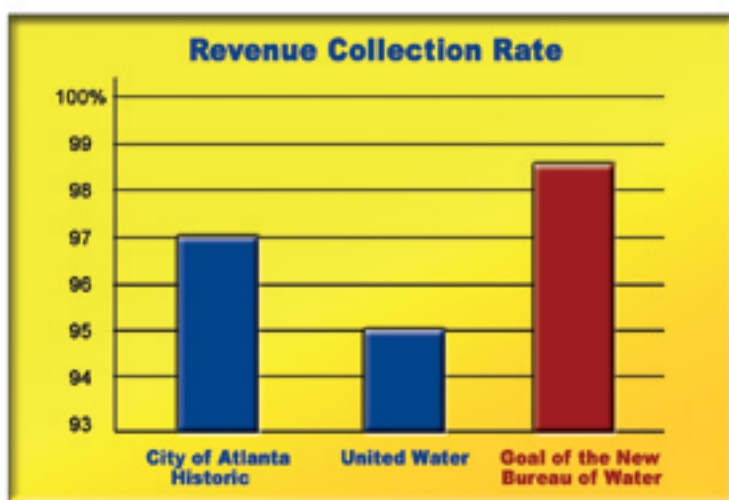
CUSTOMER SERVICE LEVELS AND PERFORMANCE STANDARDS

Restoring customer confidence in the City's water operations requires a clear focus on meeting customer expectations. The new Bureau has defined improved service levels that address concerns heard directly from our customers, including frustration over lack of convenient hours for conducting business with the Bureau, boil water advisories, and response time for leak investigation and repair.

Examples of the types of changes that will be implemented to enhance service levels include:

- Extend hours at the 14th Street Customer Service Center to 8 a.m. to 11 p.m., Monday through Friday.
- Eliminate boil water advisories under normal operating conditions altogether by enhancing distribution system flow between pressure zones and the preventive maintenance program.
- A "first and last call policy" to record and track customer service complaints, reducing the number of repeat calls from dissatisfied customers.
- Provide an Internet option to customers for reporting meter leaks and other service problems.
- Address minor leak repair complaints faster by coordinating the work of leak crews with meter reading crews, and expand service hours for evening and weekend property leak inspections.

Scorecards, with specially defined performance targets, will be used to measure the success of these efforts. A portion of a sample scorecard, listing the selected performance measures to be used immediately while a more comprehensive scorecard is developed during the first year, is pictured as Figure 1. Customers will have ready access to the scorecard results on the City's website, www.ci.atlanta.ga.us, through the Annual Water Quality Report issued every June, and through special water bill inserts. In addition, quarterly City Council briefings will be held to discuss updates to the scorecards.



BUREAU PERSONNEL AND ORGANIZATION

People are the heart of the new Bureau. The leadership team consists of City employees with many years of experience with the Atlanta Water System, and with the technical knowledge and people skills necessary to start and operate the Bureau successfully. Supporting this leadership will be an experienced staff of employees whose performance will be judged by their achieving success in meeting the Bureau's defined goals. Delivering best-in-class services demands a lean, well thought-out organization. Changes have been made over past City water operations, including redefining job duties, eliminating redundant tasks, improving resource allocations and seizing opportunities to cross-train employees. Goals for the Bureau include:

- Creating a higher employee-to-supervisor ratio
- Lowering the amount of overtime by adjusting shifts
- Implementing a recruiting and retention strategy to gain and keep good quality employees

FINANCIAL MANAGEMENT AND BUDGET ANALYSIS

The Bureau is committed from the outset to fiscal discipline, and is prepared to provide improved customer service and more effective financial management for a cost competitive with continuation of private contract services. Several financial priorities have been identified, including:

- Increasing system revenues through a more rapid collection process
- Achieving savings through a lean, well thought-out organization
- Outsourcing of strategic non-core services
- Providing timely financial data to hold managers accountable for meeting the established budget

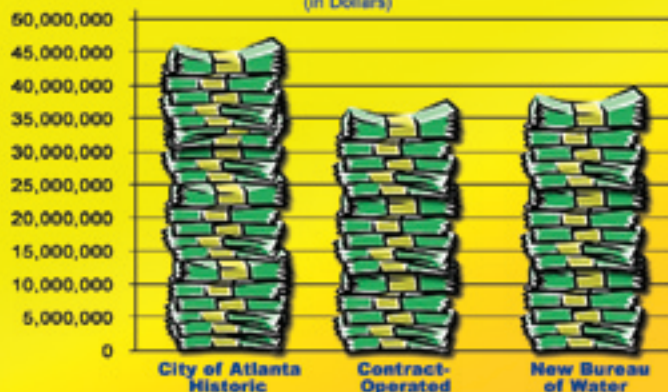


"Our customers come first in this plan. You deserve the very best in water quality and in service; we intend to deliver just that."

— JACK RAVAN,
COMMISSIONER OF WATERSHED MANAGEMENT



COMPARISON
Water Department Operating Costs
(in Dollars)



TRANSITION AND IMPLEMENTATION

The Bureau is committed to, and has planned for, a seamless transition from the private water contractor to City operation. Although terms of the agreement with the private water contractor provide for a 90-day period of transition, contingencies and a rapid deployment plan have been developed to ensure customers always receive quality service. The transition plan covers all areas of operations, including those considered most critical — security, personnel, and emergency contract procurement.

OUR PLEDGE

Mayor Shirley Franklin and the City pledge to create a Bureau of Water that outpaces all other operations of its kind, and that restores the level of customer service citizens of Atlanta expect and deserve. We will deliver high quality, dependable drinking water at the lowest possible cost.

WOULD YOU LIKE MORE INFORMATION?

A complete copy of the Business Plan can be found on the City's website at www.ci.atlanta.ga.us under the heading "Special Reports" and also under "Clean Water Atlanta." We welcome your comments on the Business Plan and the new Bureau, including your priorities. Please send these to: citywater@ci.atlanta.ga.us.